

Department of the Treasury

# Strategic Plan

for fiscal years

**1997-2002**



September 30, 1997



## Message from the Secretary:

The U.S. Department of the Treasury has a long tradition of managing the Government's finances, promoting a stable economy, and fighting crime in America. Our strategic plan articulates the goals we plan to accomplish by fiscal year 2002 to continue this tradition. To ensure excellence in achieving our mission, and in keeping with the spirit of the National Performance Review and the Government Performance and Results Act, the Department engaged in a thorough strategic management process. This plan is the capstone of that process. The purpose of this and all of

our other efforts is to improve the **results** which we deliver to the American people.

This document is an overview strategic plan for the Department as a whole. In addition, each Treasury bureau and major program office has developed its own strategic plan for its operations in support of this plan. Collectively, this overview and the more detailed component strategic plans provide a description of what the Department intends to accomplish over the next five years and how we intend to accomplish it. Our annual budget submissions provide a program level description of the annual resources and actions needed to achieve these goals. The budget submissions also set specific annual performance goals for each of our programs and report on our achievement against prior year goals.

Treasury's responsibilities and activities are broad in scope and touch the lives of all Americans. We have developed a four-part mission statement which describes the purposes of our diverse functions. It includes three programmatic missions covering our *economic*, *financial*, and *law enforcement* responsibilities, and a fourth *management* mission area, since only a strong and efficient organization can succeed in accomplishing our programmatic goals. For each of these mission areas, this strategic plan includes specific goals and objectives for fiscal year 2002, strategies to achieve them, and external factors which may affect achievement. In particular, we have addressed the major program and management challenges facing the Department — including those on the General Accounting Office's high risk list. We have also sought to work cooperatively on common goals with other agencies across the Federal government.

I intend to ensure that this strategic plan is a living document. We will use it to guide our operations, and we will continue to update and revise it periodically to make certain it remains relevant. I have assigned specific offices within Treasury to take the lead on implementing the strategies associated with each objective. Over the next few years, I will look to these offices for progress reports on achieving these objectives.

Our plan was developed with the active involvement of officials throughout Treasury, and we have sought input from many of our stakeholders in Congress, elsewhere in the government, and in the private sector. We continue to welcome input from all of our stakeholders.

**Robert E. Rubin**

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## Department of the Treasury FY 1997 - FY 2002 Strategic Plan Summary Table of Mission, Goals, and Objectives

<b>Economic Mission: Promote Prosperous and Stable American and World Economies</b>	<b>Financial Mission: Manage the Government's Finances</b>	<b>Law Enforcement Mission: Protect Our Financial Systems and Our Nation's Leaders, and Foster a Safe and Drug-Free America</b>	<b>Management Mission: Continue to Build a Strong Institution</b>
<p><b>Goal: Promote Domestic Economic Growth</b></p> <ul style="list-style-type: none"> <li>• Balance the budget by 2002</li> <li>• Promote long-term entitlement reform</li> <li>• Improve retirement security and increase savings</li> <li>• Promote fair and efficient delivery of credit and other financial services and help bring residents of distressed communities into the economic mainstream</li> <li>• Improve and modernize the U.S. financial system</li> <li>• Promote the integrity and efficiency of the Nation's financial markets</li> <li>• Provide an economic and government financial policy perspective on all relevant governmental issues</li> </ul> <p><b>Goal: Maintain U.S. Leadership on Global Economic Issues</b></p> <ul style="list-style-type: none"> <li>• Promote the implementation of sound economic policies in developing and emerging market economies</li> <li>• Strengthen international financial institutions and support their efforts to promote sustainable economic growth, development, and financial stability</li> <li>• Monitor the global economy and promote international economic growth thorough cooperation on economic policy</li> <li>• Facilitate legitimate trade, enhance access to foreign markets and enforce trade agreements</li> <li>• Help strengthen the stability and efficiency of global capital markets and promote a sound global policy framework for international investment</li> <li>• Pursue exchange rate policies to promote world economic growth and financial stability</li> </ul>	<p><b>Goal: Collect Revenue Due to the Federal Government</b></p> <ul style="list-style-type: none"> <li>• Improve and simplify tax laws and administrative guidance, consistent with other important tax policy goals</li> <li>• Increase compliance with tax and trade laws</li> <li>• Modernize Internal Revenue Service information technology to increase timeliness and accuracy of processing</li> <li>• Improve Federal non-tax debt collections</li> <li>• Assist and provide financial guidance to other Federal agencies on privatizing assets and operations in a manner that protects the interests of taxpayers</li> </ul> <p><b>Goal: Manage the Federal Government's Accounts</b></p> <ul style="list-style-type: none"> <li>• Ensure all Federal payments are accurate and timely</li> <li>• Ensure that the government's cash management minimizes risk and provides immediate flow and balance information</li> <li>• Provide accurate and timely financial information and support the government-wide implementation of accounting standards</li> <li>• Strengthen the government's financial infrastructure to improve the efficiency of program management across government</li> </ul> <p><b>Goal: Cost-Effectively Finance the Federal Government's Operations</b></p> <ul style="list-style-type: none"> <li>• Finance the Federal government in the most cost-effective manner over the long term</li> </ul> <p><b>Goal: Improve the Efficiency of Production Operations and Maintain the Integrity of U.S. Coin and Currency</b></p> <ul style="list-style-type: none"> <li>• Increase the productivity and efficiency of coin and currency manufacturing</li> <li>• Continue to explore mechanisms for maintaining the integrity of U.S. coin and currency</li> </ul>	<p><b>Goal: Combat Financial Crimes and Money Laundering</b></p> <ul style="list-style-type: none"> <li>• Strengthen the capability to fight money laundering</li> <li>• Strengthen the capability to fight counterfeiting and other criminal threats to our financial system</li> </ul> <p><b>Goal: Reduce the Trafficking, Smuggling, and Use of Illicit Drugs</b></p> <ul style="list-style-type: none"> <li>• Strengthen the capability to interdict illegal drugs</li> <li>• Disrupt and dismantle drug smuggling organizations</li> </ul> <p><b>Goal: Fight Violent Crime</b></p> <ul style="list-style-type: none"> <li>• Deny criminals access to firearms and reduce the risk of violent crime in our communities</li> <li>• Safeguard the public from arson and explosive incidents</li> <li>• Strengthen the capability to fight terrorist threats to the U.S.</li> </ul> <p><b>Goal: Protect our Nation's Leaders and Visiting World Leaders</b></p> <ul style="list-style-type: none"> <li>• Proactively manage the changing nature of threats by developing, acquiring, and deploying countermeasures</li> <li>• Develop a formal risk assessment-based decision-making process to enhance protective capabilities</li> </ul> <p><b>Goal: Provide High-Quality Training for Law Enforcement Personnel</b></p> <ul style="list-style-type: none"> <li>• Enhance basic and in-service training programs to meet changing needs and increasing demands</li> <li>• Develop and operate state-of-the-art facilities and systems for training</li> </ul>	<p><b>Goal: Improve Management Operations</b></p> <ul style="list-style-type: none"> <li>• Improve capacity to recruit, develop, and retain high-caliber employees</li> <li>• Strengthen Treasury's ability to ensure proper and effective oversight of bureau operations</li> <li>• Ensure strong financial management of Treasury accounts</li> <li>• Make wise information technology investments and ensure year 2000 compliance</li> <li>• Procure quality goods and services at a fair and reasonable price and in a timely manner</li> <li>• Expand equal employment opportunities and minority programs</li> </ul> <p><b>Goal: Improve Program Performance</b></p> <ul style="list-style-type: none"> <li>• Improve customer service</li> <li>• Foster partnerships with customers and stakeholders to achieve objectives</li> <li>• Continue to reinvent and modernize operations to achieve efficiencies</li> </ul>

# ECONOMIC MISSION:

## PROMOTE PROSPEROUS AND STABLE AMERICAN AND WORLD ECONOMIES

Treasury seeks to maximize the potential of the U.S. and world economies for growth and stability. In pursuit of this mission, the Secretary of the Treasury is the principal economic advisor to the President and plays a critical role in policy-making by bringing an economic and government financial policy perspective to issues facing the government.

In the domestic area, Treasury develops policies and provides guidance affecting fiscal matters, financial institutions, financial regulation, and capital markets. In this capacity, Treasury oversees the activities of the Office of the Comptroller of the Currency and the Office of Thrift Supervision. In addition, through the Community Development Financial Institutions program, Treasury seeks to promote economic growth in distressed communities by increasing the availability of business capital.

In the foreign arena, Treasury is the principal Cabinet agency charged with developing policies and guidance in the areas of international monetary affairs, trade and investment

policy, international debt strategy, and U.S. participation in international financial institutions.

In achieving the goals in this mission area, Treasury works closely with other agencies with cross-cutting activities to ensure coordination. In the domestic arena, these agencies include, among others, the Federal Reserve Board, the Federal Deposit Insurance Corporation, the Securities and Exchange Commission, the Commodity Futures Trading Commission, the Departments of Housing and Urban Development, Justice, Labor, Commerce, and Interior, the Small Business Administration, and various Executive Office councils and offices such as, the Office of Management and Budget. In the international arena, agencies include, among others, the Department of State, the Export-Import Bank, the Overseas Private Investment Corporation, the Agency for International Development, the United States Trade Representative, and various Executive Office councils and offices.

### GOAL: PROMOTE DOMESTIC ECONOMIC GROWTH

*Objective:* **Balance the Budget by 2002**

#### ***Strategies:***

- Closely monitor economic performance and, if necessary, adjust policies to account for changes in the budget outlook resulting from changes in the economic outlook.
- Analyze proposed changes to the tax code to ascertain the effects of such changes on achieving a balanced budget.

- Analyze economic data and overall economic performance in order to project key economic variables to be used in making Federal spending projections and Federal receipts projections.

*Objective:* **Promote Long-Term Entitlement Reform**

#### ***Strategies:***

- Actively participate in a bipartisan process to address long-term entitlement reforms.



- Provide analyses of any Administration and Congressional proposals for long-term reform of programs, including analyses of distributional effects.
- Analyze long-term Federal budgetary and deficit projections under current policy for entitlement programs.
- Help prepare and ensure the technical quality of the annual reports of the Social Security and Medicare trustees to Congress, which provide the financial projections that are the basis for evaluating reform proposals.

**Objective: Improve Retirement Security and Increase Savings**

**Strategies:**

- Continue efforts to simplify tax provisions for pension plans.
- Help develop proposals to improve the U.S. pension system.
- Help the Department of Labor and the Pension Benefit Guaranty Corporation promote increased pension participation and retirement saving, especially among low- and moderate-income workers.
- Continue current efforts, with the IRS, to develop regulations and other administrative guidance that improve the U.S. pension system by providing appropriate worker protections, minimizing administrative burdens, and furthering other retirement policy goals.
- Continue current efforts to carefully target expansions of tax benefits for saving, such as expanded Individual Retirement Accounts, consistent with other important goals, including tax policy objectives and within the framework of a balanced budget.
- Develop proposals to increase savings, through public education efforts, including the U.S. Savings Bond campaign, and the possible modification of various Federal programs in this area.
- Coordinate pension reform with long-term entitlement reform to assure that the goal of adequate retirement income security is achieved in the context of an aging society.
- Provide technical support for Congressional staffs drafting proposed legislation in the area of pensions and retirement saving.

**Objective: Promote Fair and Efficient Delivery of Credit and Other Financial Services and Help Bring Residents of Distressed Communities into the Economic Mainstream**

**Strategies:**

- Monitor the effectiveness and, along with other regulatory agencies, the enforcement of the Community Reinvestment Act.
- Monitor government-sponsored enterprises' mission fulfillment, especially in meeting housing goals and similar targets established for providing credit to distressed communities.
- Participate in interagency efforts to coordinate enforcement of fair lending laws.
- Provide grants, loans, equity investments, and technical assistance to community development financial institutions through the Community Development Financial Institutions (CDFI) Fund.
- Advance micro-enterprise development in the United States through the CDFI Fund's Presidential Awards for Micro-Enterprise Development, and through interagency coordination of Federal micro-enterprise programs.
- Educate the public about recently-enacted tax incentives designed to improve the prospects for economic growth in distressed areas and increase job opportunities for low-income workers (such as the Brownfields tax incentive, second

round of Empowerment Zones, tax incentives for the District of Columbia, welfare-to-work tax credit), continue to support the low-income housing tax credit, and continue to explore other such policies.

- Help develop over the long term a secondary market for community and economic development loans to enhance liquidity and market performance.
- Help bring all Americans, including the unbanked, into the financial services mainstream through “Electronic Funds Transfer 99” and other Treasury regulatory policies and programs.
- Encourage the private sector to provide business mentoring to small businesses in distressed communities.
- Formulate community development finance policies and other capital and credit access initiatives.
- Work with other Federal agencies to develop policies to move families from welfare to work.
- Furnish economic advice to Federal agencies and other participants in the formulation of community and economic development policies.

**Objective: Improve and Modernize the U.S. Financial System**

**Strategies:**

- Develop the Administration’s policy positions on, and legislative proposals regarding, the structure, activities, safety, and regulation of financial institutions.
- Monitor the health of the federal deposit insurance system and provide analyses and proposals to reform the system.
- Provide technical support to Congressional staffs in developing legislation that will encourage competition in financial services, protect consumers, and safeguard the public’s interest in a sound financial system.

- Monitor financial market, technological, and regulatory developments related to electronic money.
- Work with other Federal agencies in continuing to monitor the emergence of electronic commerce.
- Participate in the development of the Administration’s policy positions on, and legislative proposals regarding, government-sponsored enterprises; including the Student Loan Marketing Association, Federal Home Loan Bank System, Federal National Mortgage Association, Federal Home Loan Mortgage Corporation, Farm Credit System, and Federal Agricultural Mortgage Corporation .
- Draft studies regarding financial institutions and financial markets as requested by the Secretary and Congress.
- Monitor the financial condition and activities of the Federal Agricultural Mortgage Corporation and the Student Loan Marketing Association.

**Objective: Promote the Integrity and Efficiency of the Nation’s Financial Markets**

**Strategies:**

- Initiate Treasury regulations under the Government Securities Act and the uniform offering circular for marketable Treasury securities to maintain the integrity of Treasury securities auctions and provide appropriate investor protection.
- Assist in the clarification and improvement of legislation affecting financial markets.
- Coordinate regulatory oversight of financial markets through the President’s Working Group on Financial Markets.
- Develop and implement policies to promote the integrity and efficiency of the Nation’s financial markets.



**Objective: Provide an Economic and Government Financial Policy Perspective on All Relevant Governmental Issues**

**Strategies:**

- Provide economic analysis and input into government policy-making processes and legislative proposals.
- Improve analytic capability and access to relevant data sources, including improving knowledge of research in relevant fields, staff recruiting and computer access to data, cooperating with other agencies as needed.
- Work with other government agencies to ensure that Administration policies and proposals conform to sound government financial policy.
- Establish partnerships with the Chief Financial Officers Council, Federal Credit Policy Working Group, and other appropriate organizations to identify and articulate government-wide financial policy issues.
- Train Federal employees in sound economic and government financial policies.

**Key External Factors Affecting Achievement of Goal:**

- **Economic activity and performance.** The performance and conditions of the economy will influence and affect most of the above objectives to some degree.
- **Changes in the financial services industry.** Competitive pressures, consolidation of financial institutions, development of new products and services, and other changes in the market will impact efforts to improve and modernize the U.S. financial system.
- **Changing demographics.** During the next decades, the retirement of the baby-boomers is expected to put pressure on the Social Security and Medi-

care systems, particularly affecting objectives relating to retirement security.

- **Changing technology.** Rapidly-changing technology may affect the operation and risks of the U.S. payments system and the flow of savings into financial institutions.

**GOAL: MAINTAIN U.S. LEADERSHIP ON GLOBAL ECONOMIC ISSUES**

**Objective: Promote the Implementation of Sound Economic Policies in Developing and Emerging Market Economies**

**Strategies:**

- Through both bilateral and multilateral efforts, encourage sound macroeconomic policies and market-oriented economic and financial reforms focused on privatization, liberalization of laws affecting the private sector, good governance and transparency, and an appropriate regulatory/supervisory role for the official sector.
- Promote cooperative relations with the International Financial Institutions (IFIs) and the developing and emerging economies to gain acceptance of appropriate economic reform as a condition of IFI lending.
- Participate in the following multilateral fora as instruments to encourage reform policies: the Organization for Economic Cooperation and Development (OECD) in its dialogue with transition economies, the Finance Ministers meetings of the Asia Pacific Economic Cooperation (APEC) countries, the North American Financial Group of the North American Free Trade Area (NAFTA), the Summit of the Americas process (Committee on Hemispheric Capital Markets), and the 'Six Markets Meetings' of finance ministries and central banks in Asia.

- Chair and/or participate in existing bilateral groups such as the Joint Economic Commissions with key economies, (e.g., China, Israel, Egypt, South Africa, Turkey, Taiwan, Russia, Ukraine, and India) to promote sound and sustainable economic policy agendas.
- Develop official debt reduction efforts within the Paris Club and the IFIs.
- Offer technical assistance to countries in transition on tax, budget, banking, and debt issues in support of market-based policies.
- Encourage appropriate reform and economic activity in developing and emerging markets by working with other United States government entities, including the Export-Import Bank, State Department, Overseas Private Investment Corporation, Agency for International Development, and Office of Management and Budget-chaired country risk review group, and the credit review process chaired by the bank supervisory agencies.

**Objective: Strengthen International Financial Institutions (IFI) and Support Their Efforts to Promote Sustainable Economic Growth, Development, and Financial Stability**

#### **Strategies:**

- Continue to press for a full range of reforms of internal operations of the IFIs to increase their development and cost-effectiveness, including greater transparency.
- Support broad-based sustainable development and market-oriented policies, including poverty reduction, environmental sustainability, good governance, private sector development, and market-oriented reforms and adjustment through IFI programs.
- Continue engagement and effective U.S. leadership on the key issues before the International Monetary Fund (IMF) to promote financial stability and advance reforms to IMF operations and programs.

- Preserve U.S. influence and leadership in the Multilateral Development Banks (MDBs).
- Work with the MDBs to design financial and operational plans to reduce dependence on direct donor resources, including transfer of internal resources, changes in pricing, greater selectivity, and graduation policies.
- Achieve better coordination among the IFIs, and, where appropriate, harmonization of MDB practices to the highest standards.
- Promote policies and programs of the international financial institutions that are consistent with, and will help further, U.S. foreign and economic policy objectives.
- Promote U.S. global commercial interests through ensuring direct procurement opportunities in the MDBs, advancing U.S. exporter and investor interests through MDB lending and technical assistance activities, and further improvement of the MDB procurement process.
- Promote sound environmental policies through IFI programs, including projects which deal with global environmental problems (e.g., global warming and global water use).
- Achieve timely payment of U.S. commitments to the IFIs, and seek earliest possible clearance of arrears to all institutions.

**Objective: Monitor the Global Economy and Promote International Economic Growth Through Cooperation on Economic Policy**

#### **Strategies:**

- Exercise leadership in multilateral fora including the G-7, Working Party Three of the OECD, the G-10 Finance Ministers, and the Interim and Development Committees to foster sound and credible economic policies and a stable, growing global economy.

- Actively manage bilateral relationships with other important economies to promote policies of mutual benefit.
- Prepare up-to-date and professional analyses of the global economy in order to formulate policies that ensure the maximum sustainable rate of economic growth.

**Objective: Facilitate Legitimate Trade, Enhance Access to Foreign Markets and Enforce Trade Agreements**

**Strategies:**

- Work with other agencies, including the United States Trade Representative (USTR) and the State Department, to conclude a successful, broad multilateral agreement on trade in financial services in ongoing World Trade Organization (WTO) negotiations, and enforce existing rules and agreements to eliminate or reduce foreign barriers to trade in financial services.
- Work with other agencies to achieve open regimes for trade in financial services in major economies that are not currently WTO members through bilateral negotiations in the context of their WTO accession.
- Secure foreign market access for U.S. financial service providers through bilateral agreements and treaties.
- Enforce tied aid and minimum risk premium rules at the OECD and press for further agreements within the OECD to reduce export financing subsidies.
- Develop mechanisms, under OECD-mandated negotiations, to reduce bribery and corruption in contracts supported by export credit agencies.
- Work in OECD to evaluate the environmental impact of official export financing, and to set up information exchange systems to review current projects and environmental issues, with the ultimate

goal of developing and negotiated environmental standards.

- Improve voluntary compliance with trade laws, and strengthen the ability of trade enforcement agencies to target enforcement efforts, to avoid undue interference with legitimate trade.
- Work toward international standardization of customs and other trade data, and expand electronic collection of data, in order to minimize the burden on international trade and to enhance the comparability of international trade data for analytical and enforcement purposes.
- Improve the foreign credit reporting system to better manage overall foreign debt and the collection of outstanding foreign debt.

**Objective: Help Strengthen the Stability and Efficiency of Global Capital Markets and Promote a Sound Global Policy Framework for International Investment**

**Strategies:**

- For major financial centers, encourage the reduction of risk to ensure that the international financial system is resilient enough to withstand the failure of a major financial institution or a major market break by: (1) supporting an international agreement on principles for enhanced regulatory cooperation and the build-up of a wide and closely linked network of supervisors to address emergencies and foster comprehensive assessment of risk posed by global firms; and, (2) promoting meaningful risk-based reporting and public disclosure to enhance transparency, and encourage cooperation among regulators and the private sector to maintain high standards for effective management controls at global firms, exchanges, clearinghouses and settlement systems.
- For emerging economies, promote the implementation of a concerted strategy to strengthen financial systems and reduce the risk of financial crises.

- Encourage the dismantling of national barriers to the free flow of capital, as well as the elimination of other unnecessary legal impediments, to promote growth and greater efficiency in global capital markets. Achieve amendment of the IMF Articles of Agreement that establishes meaningful obligations to move toward removal of restrictions, while retaining sufficient flexibility to accommodate countries' legitimate sovereign interests.
- Work with other agencies, including USTR and the State Department, to promote international investment by continuing negotiations on a Multilateral Agreement on Investment (MAI) under the auspices of the OECD, and negotiating Bilateral Investment Treaties (BITs), and agreements (BIAs) with selected foreign countries and areas, and promoting investment reform in African countries;
- Promote international investment by overseeing and coordinating the review of mergers with and acquisitions of U.S. firms by foreign entities for national security implications.

**Objective: Pursue Exchange Rate Policies to Promote World Economic Growth and Financial Stability**

#### **Strategies:**

- Encourage the pursuit of macroeconomic policies in G-7 countries consistent with achieving sustainable growth and moderate external imbalance.
- Promote flexibility of exchange rates among key currency areas in order to accommodate changes in economic fundamentals, while preserving options to resist excessive fluctuations or significant deviations from levels consistent with fundamentals.
- Analyze and interpret market signals relating to key financial and broader economic issues and risks.
- As authorized by law, deal in gold, foreign exchange, and other instruments of

credit or securities considered necessary to achieve U.S. interests.

- Cooperate with other G-7 countries, as appropriate, to promote exchange market strategy.
- Provide accurate and timely information and analysis concerning market developments.

#### **Key External Factors Affecting Achievement of Goal:**

- **External shocks.** Economic and financial shocks are difficult to predict, and the effectiveness of responses to them depends to a significant extent on the adequacy of policies adopted by other countries and the reaction of financial markets. In addition, there are the possibilities that major uncontrollable factors such as weather, war, and civil unrest will adversely affect economic performance.
- **Increased globalization and complexity.** The rapid increase in volume of financial transactions, types of financial instruments, and number of global players challenges the ability of the regulatory community to keep as "modern as the market" in its efforts to promote financial stability.
- **U.S. trading partners' commitment.** The degree of commitment of major U.S. trading partners to strengthening regional and multilateral trading initiatives and further opening domestic markets will have an impact on the achievement of above objectives. Partners' willingness to utilize the OECD Export Credit forum to address non-financial issues with a competitive impact (e.g., environment and bribery) will determine success.
- **Data availability and reliability.** Several objectives depend on major U.S. trading partners' willingness to participate in efforts to standardize trade data and electronic data transmission protocols, and to exchange data on a regular basis. In addition, Treasury often depends on

data provided by private vendors and foreign governments. The accuracy of these data is determined by vendor quality control and foreign statistical procedures. Also, government agencies cannot require private sector data suppliers to use electronic means of transmission.

- **Difficulty of consensus.** Failure among regulators from many different countries to agree on a flexible approach to regulatory cooperation could delay progress in establishing new or expanding existing

arrangements. Moreover, the United States must forge agreement with other member countries in the international financial institutions in order to achieve many of the objectives and strategies noted under this goal.

- **Influence of the private sector.** Private capital flows dwarf official resources. The capacity of the monetary authorities to influence events largely rests on their ability to influence financial markets' expectations.



# FINANCIAL MISSION:

## MANAGE THE GOVERNMENT'S FINANCES

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As the primary fiscal agent for the Federal government, Treasury manages the Nation's finances through collecting money due the United States, making its payments, managing its borrowings, performing central accounting functions, and producing coins and currency sufficient to meet demand. The bulk of the Department's resources are devoted to collecting taxes and customs duties — Treasury collects more than 98% of the government's revenue.

The Internal Revenue Service is the primary tax collecting agent; the U.S. Customs Service and the Bureau of Alcohol, Tobacco and Firearms also collect billions of dollars in revenue each year. The Financial Management Service oversees, accounts for, and reports on government collections and expenditures, and is responsible for collect-

ing delinquent Federal debt government-wide. The Bureau of the Public Debt borrows what is necessary to meet the monetary needs of the Federal government at the lowest possible cost over the long-term. United States coins and currency are produced by the U. S. Mint and the Bureau of Printing and Engraving.

In achieving the goals in this mission area, Treasury ensures liaison and coordination with other agencies on cross-cutting activities. These include almost all Federal program agencies for payments and debt collection activities, and the Federal Reserve System for payments, collections, operational aspects of the distribution and redemption of government securities, and the circulation of coin and currency production.

### GOAL: COLLECT REVENUE DUE TO THE FEDERAL GOVERNMENT

*Objective:* **Improve and Simplify Tax Laws and Administrative Guidance, Consistent with Other Important Tax Policy Goals**

#### ***Strategies:***

- Work within the Administration and with Congress to identify and modify provisions of the Internal Revenue Code requiring improvement or simplification, consistent with other important tax policy goals (including fairness, equity, minimal burden, economic efficiency, progressivity and revenue considerations).
- Based on Treasury's ongoing review of existing Treasury and Internal Revenue

Service administrative guidance, and identification of Code provisions requiring new or additional guidance, incorporate improvements and simplification into new or revised administrative guidance, consistent with statutory language, Congressional intent, and other important tax policy considerations

*Objective:* **Increase Compliance with Tax and Trade Laws**

#### ***Strategies:***

- Maintain sufficient funding of Internal Revenue Service compliance and customer service programs to ensure that the tax revenue needed to finance the Federal Government is collected.
- Improve customer service to make it easier for taxpayers to fulfill their tax obligations.



- Provide easier filing options (e.g. electronic filing).
- Provide taxpayers with ready access to tax law and account information (through telephones, Internet, and publications) so that they can receive a prompt, accurate resolution of their account issue on the first contact.
- Engage in targeted taxpayer education and outreach efforts to reach less compliant sectors of the economy.
- Reduce the need for taxpayers to contact the Internal Revenue Service for assistance by clarifying and reducing the number of notices issued, simplifying forms and instructions, and taking action to address the sources of demand for Internal Revenue Service services.
- Develop and implement effective customer service performance measures in order to target customer service resources to help taxpayers comply.
- Improve the effectiveness of compliance efforts to maximize revenue collection at the Internal Revenue Service, U.S. Customs Service, and Bureau of Alcohol, Tobacco and Firearms.
  - Update and improve tax and tariff compliance data collection and analysis to target compliance activities more effectively.
  - Use information technology improvements to identify and resolve compliance issues as early as possible.
  - Emphasize high yield compliance strategies (e.g., data matching) while maintaining an appropriate level of traditional face-to-face audits.
  - Pursue high impact, comprehensive financial investigations of taxpayers willfully in violation of tax laws.
  - Pursue partnerships with the tax and tariff-paying communities to facilitate and expand informed compliance.

- Accomplish these goals while increasing protection of taxpayer rights and privacy.

**Objective: Modernize Internal Revenue Service Information Technology to Increase Timeliness and Accuracy of Processing**

**Strategies:**

- Modernize information technology systems to improve productivity. Pursue modernization incrementally, with each subsystem capable of providing a strong return on investment.
  - Convert information storage and flows from paper to electronic.
  - Employ call-routing technology and automated self-service systems to handle more inquiries with maximum efficiency.
  - Provide front-line workers with the tools they need (on-line access to information) so they can resolve issues quickly and accurately.
- Since system improvements will not be complete until early in the next century, make select investments to ensure sufficient capacity and Year 2000 compliance for existing systems.
- Redesign work processes to complete tasks more quickly, with less rework due to avoidable errors, and through the most efficient methods (e.g., telephone interactions are more efficient than face-to-face or paper interactions).
- Maximize electronic filing of tax and information returns and payments and pursue optical character recognition systems for residual paper returns.

**Objective: Improve Federal Non-Tax Debt Collection**

**Strategies:**

- Centralize administrative offset of Federal payments by delinquent debtors as mandated by the Debt Collection Improvement Act of 1996 (DCIA).
- Provide leadership in having all Federal agencies comply with the requirements of the DCIA, and facilitate the increased collection of outstanding non-tax debt by providing training to all Federal employees in all aspects of debt collection and creating new incentives for agencies to comply with DCIA.
- Increase the collection of delinquent child support payments on behalf of states as permitted under DCIA.
- Conduct a public information campaign to promote repayment of delinquent debts.

**Objective: Assist and Provide Financial Guidance to Other Federal Agencies on Privatizing Assets and Operations in a Manner that Protects the Interests of Taxpayers**

**Strategies:**

- Establish an Office of Privatization at the Treasury Department.
- Work with other agencies to develop the Administration's policy position on, and legislative proposals regarding, the privatization of surplus Federal assets and operations.
- Establish partnerships with the Chief Financial Officers Council, Federal Credit Policy Working Group and other appropriate organizations.
- Train Federal employees in the most efficient and effective methods of transferring government ownership.

**Key External Factors Affecting Achievement of Goal:**

- **Privacy and rights issues.** The Internal Revenue Service must make certain that taxpayer privacy and rights are protected as it explores more efficient and effective means to deliver service and enforce compliance.
- **Year 2000 conversion.** The Year 2000 conversion poses an enormous resource and technical challenge at a time when resources are limited, other information technology needs are pressing, and Internal Revenue Service information technology staff is declining.
- **Changes in the Internal Revenue Code.** Changes made for various policy reasons to the Code often pose challenges for tax administration.
- **Budgeting constraints and uncertainties.** Resource limitations and uncertainties make it difficult to improve effectiveness through either increases in personnel or large investments in productivity enhancing equipment, even if they represent sound investments. Without investments in increased productivity, reductions in Internal Revenue Service's budget will lead to degradation in compliance and/or customer service.
- **Electronic commerce and the changing nature of the economy.** The evolution of the traditional paper-based economy to one founded in electronic transactions complicates identifying and verifying financial transactions for tax liability purposes. In addition, the growth of self-employment and small businesses reduces the Internal Revenue Service's ability to depend on automatic and accurate income reporting to enforce tax compliance (e.g., W-2's).

## **GOAL: MANAGE THE FEDERAL GOVERNMENT'S ACCOUNTS**

**Objective: Ensure All Federal Payments Are Accurate and Timely**

### **Strategies:**

- Develop and implement operational plans for the phase-out of nearly all paper checks after January 1, 1999, as required by the Debt Collection Improvement Act of 1996. Foster and implement new information technology and other approaches to expedite the transition to electronic payments (i.e., new ways of transmitting remittance information).
- Coordinate with all stakeholders in the promulgation of "EFT'99" (Electronic Funds Transfer 1999) regulations governing this shift to electronic payment for all Federal payments except tax refunds.

**Objective: Ensure that the Government's Cash Management Minimizes Risk and Provides Immediate Flow and Balance Information**

### **Strategies:**

- Use new technologies to collect receipts promptly and reduce cash management costs.
- Improve Treasury's ability to forecast the government's cash flows through new centralized electronic systems.
- Identify incentives for agency compliance with cash management standards.

**Objective: Provide Accurate and Timely Financial Information and Support the Government-Wide Implementation of Accounting Standards**

### **Strategies:**

- Exert leadership in the preparation of the government-wide Consolidated Financial Statements by facilitating agency compliance with the provisions of the Government Management and Reform Act of 1994, requiring accurate and timely audited financial information.
- Enhance the systems used to collect information on government receipts, disbursements and public debt and continue to report this information promptly and accurately.
- Establish and maintain a high degree of systems integrity and internal controls that assures that the systems provide complete, secure, and accurate financial information.
- Continue to increase the accuracy, timeliness, and quality of the audited statements for the Bureau of Public Debt, the Internal Revenue Service, and Financial Management Service, due to the critical, material nature of these Treasury entities for increasing the credibility of the annual audit of the Federal government's financial position.

**Objective: Strengthen the Government's Financial Infrastructure to Improve the Efficiency of Program Management Across Government**

### **Strategies:**

- Create user-friendly means to support and facilitate the management of money and information to meet the needs of Federal agencies and those they serve.
- Define functions that will be required of government finance offices of the future.

- Develop a Federal capability for sharing data management through payments reengineering for financial transactions.
- Maximize use of private sector and Federal Reserve infrastructure in service delivery.
- Continue to monitor and invest in emerging technologies to ensure that the government is current in financial technology.

#### Key External Factors Affecting Achievement of Goal:

- **Systems capabilities/compatibility.** Technology and systems capabilities/compatibility of Treasury and Federal agencies could be a problem in certain instances. It will be important to obtain acceptance by Federal agencies for the modernization of their financial systems consistent with a compatible government-wide platform.
- **Acceptance.** Stakeholder and payment recipient acceptance of electronic payments is critical to the success of the Debt Collection Improvement Act's (DCIA) requirement for mandatory electronic payments by 1999. Treasury will continue to seek input on implementing regulations. Special consideration will be given to the impact of the regulations on consumers with special physical, financial, or geographic needs.
- **Compatibility.** Treasury cash management systems may not be compatible with new private-sector payment and collection techniques. It may be necessary to develop new information technology and telecommunications interfaces in order to facilitate the flow of information between the government and the private sector.
- **Transmission of financial data.** Agencies that provide financial data to Treasury for consolidated government-wide financial statements must be able to have or access the modern systems to do so in a timely and accurate manner.

## GOAL: COST-EFFECTIVELY FINANCE THE FEDERAL GOVERNMENT'S OPERATIONS

*Objective:* **Finance the Federal Government in the Most Cost-Effective Manner over the Long-Term**

#### Strategies:

- Conduct financing operations, including the issuance of both conventional securities and new products such as inflation-indexed securities, in the most effective and least disruptive manner.
- Inform market participants of Treasury borrowing policies, borrowing requirements, and any changes thereto on a timely basis.
- Increase the attractiveness of non-marketable Treasury securities, such as U.S. savings bonds, using easy-to-access investments for potential purchasers.
- Maintain safe and secure electronic systems to hold and transfer Treasury securities, such as automating the announcement, auction, and issuance of commercial securities.

#### Key External Factors Affecting Achievement of Goal:

- **Market conditions.** Market conditions affect demand and interest rates.

## **GOAL: IMPROVE THE EFFICIENCY OF PRODUCTION OPERATIONS AND MAINTAIN THE INTEGRITY OF U.S. COIN AND CURRENCY**

**Objective: Increase the Productivity and Efficiency of Coin and Currency Manufacturing**

### **Strategies:**

- Streamline systems and reduce overhead and administrative costs while improving efficiency of production processes.
- Install and maintain appropriate equipment and processes to meet targeted currency and coinage demand and quality requirements. Streamline the currency manufacturing process through implementation of an electronic inspection system.
- Develop regional coin demand models for the twelve Federal Reserve Bank districts.

**Objective: Continue to Explore Mechanisms for Maintaining the Integrity of U.S. Coin and Currency**

### **Strategies:**

- Review coin and note denominations for public acceptance and costs.
- Safeguard our Nation's currency and bullion assets.
- Expand our overseas presence to more effectively combat the burgeoning international criminal threat to our financial systems.
- Enhance the leadership role in the development of partnerships with the financial community and others in the private and public sectors.
- Design, develop, and issue redesigned

U.S. currency, incorporating an array of security features in the ink, paper, and design of the currency.

- Design and implement a worldwide, multi-lingual, and multi-media public education campaign to coincide with the issuance of redesigned U.S. currency.
- Work with the Advanced Counterfeit Deterrence Steering Committee, which is comprised of Departmental Offices, Secret Service, Bureau of Engraving and Printing, and the Federal Reserve staff, to monitor counterfeiting activities and develop appropriate strategies.
- Establish and work with the Securities Technology Institute at the Applied Physics Lab at the Johns Hopkins University to design, test, and develop next-generation security features for U.S. currency.
- Organize and implement legislatively-mandated audits of U.S. currency use and counterfeiting overseas. As part of this effort, joint Departmental Offices, Secret Service, and Federal Reserve teams will meet with and discuss pertinent issues with U.S. embassy and foreign government, law enforcement, and financial institution officials.

### **Key External Factors Affecting Achievement of Goal:**

- **Currency and coin demand.** Recently, currency demand (orders from the Federal Reserve) has leveled off. It is projected by the Federal Reserve that demand over the next five years will be only slightly above the 1997 demand. For coinage, the cyclical nature of coin demand can change within a rapid time frame. The potential for the use of electronic cash could also impact overall currency and coin demand.
- **Legislative action regarding coins.** Proposed legislation for the enactment of a dollar coin could have a significant impact on the Bureau of Engraving and Printing, and the Mint. A proposal to create circulating commemorative coins would have a significant impact on the Mint.



# LAW ENFORCEMENT MISSION:

## PROTECT OUR FINANCIAL SYSTEMS AND OUR NATION'S LEADERS, AND FOSTER A SAFE AND DRUG-FREE AMERICA

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Treasury's efforts in law enforcement represent 40 percent of law enforcement efforts within the Federal Government. Combining regulatory and investigative expertise, Treasury's law enforcement responsibilities are unique and critical to fostering a safe Nation.

The U.S. Customs Service plays a critical role in protecting our borders by preventing drug smuggling and related money laundering, and ensuring that all goods and persons entering and exiting the United States do so in compliance with all U.S. laws and regulations. The Bureau of Alcohol, Tobacco and Firearms combats violent crime, collects revenue, and promotes regulatory compliance through its enforcement of Federal laws and regulations pertaining to alcohol, tobacco, firearms, explosives and arson. The U.S. Secret Service protects the President, Vice President, visiting foreign heads of state and major presidential candidates, and provides protection for the White House. It also suppresses counterfeiting and financial crimes against the currency, obligations and securities of the United States. The Financial Crimes Enforcement Network implements anti-money laundering regulations and serves as a key source for the systematic

collection, analysis and dissemination of information to assist in the investigation of money laundering and financial crimes. The Internal Revenue Service enforces compliance with tax laws and uses its unique financial investigative capabilities to combat money laundering and financial crime. The Federal Law Enforcement Training Center trains the vast majority of Federal law enforcement personnel, offering basic training to police and investigative personnel and providing advanced programs in areas of common need. The Treasury Forfeiture Fund supports the Department's national asset forfeiture program.

In achieving the goals in this mission area, Treasury works closely with other agencies with cross-cutting activities to ensure coordination. These agencies include, among others, the Departments of Justice, State, Defense, Commerce, and Interior, and the Federal Reserve Board. In addition, coordination with various Executive Offices such as the National Security Council and the Office of National Drug Control Policy occurs frequently.

### GOAL: COMBAT FINANCIAL CRIMES AND MONEY LAUNDERING

*Objective:* **Strengthen the Capability to Fight Money Laundering**

#### ***Strategies:***

- Expand initiatives to follow illicit proceeds to their criminal source. Using its

regulatory and investigatory expertise, Treasury will follow money trails in order to undermine criminal enterprises.

- Continue international efforts to promote stronger anti-money laundering policies. Advances in technology and the removal of barriers will allow money to move with increasing speed among nations. An effective, long term anti-money laundering strategy therefore will require other nations to adopt strong anti-money laundering measures in the legal, regulatory, and law enforcement areas.



- Improve regulatory functions to protect financial systems from illicit assets.

*Objective:* **Strengthen the Capability to Fight Counterfeiting and Other Criminal Threats to Our Financial System**

**Strategies:**

- Develop anti-counterfeiting strategies that employ all appropriate technological and investigatory methods to combat designers and traffickers in counterfeit currency and instruments.
- Working with the State Department, expand our overseas presence to more effectively combat the burgeoning international criminal threat to our financial systems.
- Enhance our leadership role by continuing to develop partnerships with the financial community and others in the private and public sectors.

**Key External Factors Affecting Achievement of Goal:**

- **Internal Revenue Service role.** Currently, the Internal Revenue Service devotes nearly 2,000 FTE and at least \$75 million to Bank Secrecy Act compliance and anti-money laundering programs. The Internal Revenue Service could play an even greater role in this arena, if it has sufficient and stable resources.
- **Advanced technologies.** Advances in reprographic technology are becoming more affordable and widely used, thereby broadening the counterfeiting threat.

**GOAL: REDUCE THE TRAFFICKING, SMUGGLING, AND USE OF ILLICIT DRUGS**

*Objective:* **Strengthen the Capability to Interdict Illegal Drugs**

**Strategies:**

- Expand anti-smuggling strategies, such as Custom's Operations Hardline and Gateway, which have proven to be effective: drug seizures are up in these areas, incidents of "port runners" are down, and productive investigations have increased.

*Objective:* **Disrupt and Dismantle Drug Smuggling Organizations**

**Strategies:**

- Strengthen investigatory work to develop better intelligence and anti-smuggling cases.
- Continue participation in productive Federal, State, and local anti-drug task forces. Bring essential counter-narcotics and money laundering expertise to such cooperative efforts as Organized Crime Drug Enforcement Task Forces and High Intensity Drug Trafficking Areas to make gains against drug traffickers.
- Enforce economic sanctions against traffickers and those hiding or laundering their assets and deny normal financial and economic systems to traffickers and their fronts. Provide guidance as necessary on the appropriate use of such sanctions.
- Contribute to the implementation of all aspects of the President's comprehensive anti-drug strategy. In addition to anti-smuggling efforts at the border, Customs also provides substantial air support to source control efforts. The Bureau of

Alcohol, Tobacco and Firearms targets armed narcotics traffickers. Several bureaus also participate in anti-money laundering initiatives and Federal, state, and local task forces. Finally, the Bureau of Alcohol, Tobacco and Firearms' GREAT program and Enforcement's Outreach Program contribute to demand reduction efforts.

### Key External Factors Affecting Achievement of Goal:

- **Interagency coordination and recognition of Customs investigative role.** Initiatives such as Operations Hardline and Gateway have demonstrated the importance of investigative and intelligence gathering activities on drug interdiction efforts. All of the counter-drug agencies must ensure that their investigative efforts are closely coordinated. They also should ensure that such efforts are integrated into broader policy and planning activities.
- **Effect of related enforcement actions.** The strengthening in recent years of anti-smuggling resources between the ports-of-entry has a direct effect on the size and scope of the challenge facing Customs. As the law enforcement pressure between the ports increases (e.g. from the Immigration and Naturalization Service Border Patrol), it forces more traffic to the ports themselves. This presents additional smuggling opportunities which, in turn, require a strengthening of Customs' resources at the ports.
- **Demand increase or reduction.** The magnitude of the challenge facing Customs is affected by the domestic demand for illegal drugs: as demand increases, there will be greater efforts to increase the amount of drugs smuggled across the border to meet that demand. Conversely, a reduction in demand would probably be reflected in fewer smuggling attempts.

- **Increased trade.** Customs has identified drug interdiction as its chief mission. This and other missions, however, will only be made more difficult as a result of increased trade and traffic across the Nation's borders. Customs' ability to meet this increase will depend on its continued use of intelligence-driven, strategic enforcement that directs the most intensive inspectional activities at those areas posing the highest risk.

## GOAL: FIGHT VIOLENT CRIME

*Objective:* **Deny Criminals Access to Firearms and Reduce the Risk of Violent Crime in Our Communities**

### *Strategies:*

- Continue federal firearms licensee (FFL) reform. Enforce existing FFL laws to ensure that only legitimate dealers stay in business and, in turn, to help reduce the number of illegally-trafficked weapons.
- Pursue illicit trafficking cases, including those involving the illegal transfer of firearms to youths. Trace crime guns to limit the illicit transfer of weapons, including those to youths and juveniles.
- Support other Federal, state, and local anti-violent crime efforts through partnerships.
- Maintain appropriate firearms importation and international trafficking policies. Share tracing and anti-smuggling expertise and work cooperatively with the international community in order to combat the illegal firearms traffic.
- Fairly and effectively enforce the Brady Law and other federal firearm laws to prevent firearms from falling into the wrong hands.

**Objective: Safeguard the Public from Arson and Explosive Incidents**

**Strategies:**

- Maintain the highest standards of investigative expertise and state-of-the-art technology to most effectively respond to bombing and arson incidents.
- Continue studies on the use of tracer elements in explosives materials.
- Establish a national repository for arson and explosives information to assist in the investigation of explosives incidents.
- Prevent criminal misuse of explosives in crimes of arson through enforcement, regulation, and community outreach.
- Investigate thefts and illegal diversion of explosives.
- Provide international, state, and local training on arson and explosive matters.

**Objective: Strengthen the Capability to Fight Terrorist Threats to the U.S.**

**Strategies:**

- Provide substantive expertise and leadership to counter-terrorism activities and investigations, such as from the Bureau of Alcohol, Tobacco and Firearms for bombing or arson incidents, from Secret Service in connection with its protective activities, or from Customs for border security and sanctions enforcement. Also, enforce economic sanctions through the fulfillment of Custom's border mission and the administration of the Office of Foreign Assets Control's sanctions programs, as a tool against nations sponsoring terrorism.
- Foster increased interagency cooperation and information-sharing. With different agencies bringing substantive expertise to terrorism issues, coordinate activities in

order to promote the strongest possible deterrence and response to terrorists.

**Key External Factors Affecting Achievement of Goal:**

- **Public support for Federal law enforcement efforts.** While the Bureau of Alcohol, Tobacco and Firearms' ability to do its job has been improved by certain changes made since the standoff at Waco, as well as by stronger support and oversight from the Department and Congress, some outside the agency have continued to pursue a strategy of criticism towards the agency. The Bureau of Alcohol, Tobacco and Firearms and other Federal law enforcement bureaus perform invaluable and often dangerous missions. The ability to carry out their missions depends, in part, on public support for their efforts.
- **Reliance on reporting of arson and explosives information.** The national repository for arson and explosives information would be greatly enhanced by heightened reporting from relevant enforcement authorities. In addition, Federal, state, and local officials must work toward establishing uniform terminology for reporting purposes.
- **Brady enforcement — Voluntary background checks.** The Supreme Court recently declared unconstitutional the Brady Law requirement that chief local enforcement officers conduct background checks on prospective handgun purchasers. Continued Brady enforcement in the wake of the Court's decision depends greatly on the agreement of chief local enforcement officers to voluntarily continue to perform the background checks at least until the implementation of a national instant check system.

## GOAL: PROTECT OUR NATION'S LEADERS AND VISITING WORLD LEADERS

*Objective:* **Protectively Manage the Changing Nature of Threats by Developing, Acquiring, and Deploying Countermeasures**

### *Strategies:*

- Identify emerging technologies posing a threat to protectees and develop defenses against them.
- Exploit technology that can be used to lower risk to protectees and ensure their safety.
- Continue to develop partnerships between the U.S. Secret Service and other law enforcement bureaus inside and outside Treasury to help fulfill the vital protective mission.

*Objective:* **Develop a Formal Risk Assessment-Based Decision-Making Process to Enhance Protective Capabilities**

### *Strategies:*

- Identify system requirements and implement risk assessment/reduction systems that will provide the safest possible environment for all protectees while efficiently utilizing resources.

### **Key External Factors Affecting Achievement of Goal:**

- **Effects of reduction of financial investigators on protective mission.** The Secret Service's financial crimes investigators also participate in protective work. Reducing the financial side of the Secret Service therefore would have a negative effect on the protective mission as well.

## GOAL: PROVIDE HIGH-QUALITY TRAINING FOR LAW ENFORCEMENT PERSONNEL

*Objective:* **Enhance Basic and In-Service Training Programs to Meet Changing Needs and Increasing Demands**

### *Strategies:*

- Develop alternative training delivery systems. Alternatives such as distance-learning capabilities and computer-based training programs will be utilized in order to effect long-term cost savings.
- Strengthen partnerships among the participating agencies.
- Offer training programs to the law enforcement bureaus to help managers recruit, promote, and retain a diverse workforce, and pursue such ends within the Federal Law Enforcement Training Center.
- Provide international training in support of the International Law Enforcement Academy (ILEA) and ILEA South.

*Objective:* **Develop and Operate State-of-the-Art Facilities and Systems Responsive to Interagency Training Needs**

### *Strategies:*

- Stabilize and improve the Federal Law Enforcement Training Center's physical plant by implementing the Master Plan to guide the expansion of facilities to meet projected training needs.
- Expand use of advanced technology in training and support, especially in the areas of computer-based training and simulation, to provide not only state-of-the-art training but long-term budget savings as well.

### Key External Factors Affecting Achievement of Goal:

- **Continued participation in and joint funding of consolidated law enforcement training.** The Federal Law Enforcement Training Center is a voluntary agreement among the participating agencies to consolidate training in order to achieve substantial savings both to the individual agencies and to the gov-

ernment. This agreement necessitates close coordination and cooperation to ensure that the needs of the agencies are met and strengthens the agencies in their operational efforts at the Federal level. Consolidated training and the funding process/formula that currently allows the Federal Law Enforcement Training Center to receive 100% funding of agency basic training projections must be preserved.



# MANAGEMENT MISSION:

## CONTINUE TO BUILD A STRONG INSTITUTION

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Treasury's missions include diverse and critical responsibilities in the programmatic areas of *economics, finance, and law enforcement*. This fourth mission area — *management* — focuses on the continued emphasis on a strong and efficient organization in order to succeed in accomplishing our program goals. The management mission area includes Department-wide goals to provide the institutional support needed to accomplish our program missions. It also includes goals and objectives to strengthen our human resources, information technology, financial management, procurement, and equal opportunity programs. In addition, it also includes Department-wide performance improvement initiatives in the areas of customer service, cooperation with

government and non-government partners, and reinvention. These management efforts at the Department and at all of Treasury's components are dedicated to continually improving the efficiency and effectiveness of our operations.

In achieving the goals in this mission area, Treasury works closely with various organizations to ensure coordination on cross-cutting activities. These organizations include, among others, the Office of Management and Budget, the National Performance Review, the Government-wide Chief Financial Officers Council, the Office of Personnel Management, and the General Services Administration.

### GOAL: IMPROVE MANAGEMENT OPERATIONS

**Objective:** Improve Capacity to Recruit, Develop, and Retain High-Caliber Employees

#### **Strategies:**

- Develop recruitment and selection strategies for hiring a high-caliber and diverse workforce, such as:
  - Identify and implement “best practices” from government and the private sector in recruiting and hiring;
  - Foster expanded knowledge and use of human resources flexibilities and explore the possibility of pursuing additional flexibilities; and,
  - Foster partnerships in developing “skill specific” internships to meet recruitment needs for hard-to-fill positions.
- Enhance professional opportunities for all employees and provide for organizational succession planning. The components of this initiative can include: rotation assignments, sabbaticals, inter-agency and inter-sector opportunities to improve technical and managerial abilities, and mentoring programs.
- Define opportunities for advancement and professional growth and make sure people know how to access them.
- Strengthen the skills of managers to lead and develop their employees and to assess performance through such means as:
  - Technical and managerial training courses delivered in-house or by recognized private sector entities;
  - Giving managers the information and analytical tools necessary to plan for future turnover, training needs, and organizational restructuring; and,



- Providing the organizational culture that supports and expects performance appraisal to be timely and accurate and to lead to appropriate outcomes.
  - Reengineer human resources systems to provide better support to Treasury missions. Components of this initiative can include:
    - Reengineering processes to reduce substantially the time needed to complete personnel actions;
    - Removing or reducing low value-added activities to allow human resource systems to make greater contributions to achieving organizational goals; and,
    - Creating automated human resources information systems that integrate comprehensive personnel, payroll, program, and finance data on human resources.
  - Align human resources systems and incentives to retain high-performing employees and better handle under-performers in order to accomplish the agency's mission as well as provide an atmosphere for individual empowerment and well-being.
  - Work with Congress and employee representatives to obtain greater management flexibility in managing Internal Revenue Service human resources — to bring on people with specific skills more quickly, to pay them more competitively, and to give them the training they need.
- tion and performance improvement efforts.
  - Use the Secretary's proposed Internal Revenue Service Advisory Board to provide the Secretary with the expertise and perspective of outside experts on tax administration issues.
  - Ensure that Office of Inspector General audits, investigations, and reviews are directed toward issues of high priority and maximum benefit to the Department. The results of this work will assist Treasury in ensuring proper and effective oversight of bureau operations.
  - Maintain close working relationships between the Office of Inspector General and key Departmental, bureau, and stakeholder officials to identify changes in their priorities, interests, and needs, and to determine whether the Office of Inspector General's work is timely and appropriate to their needs, and has significant impact on improving the economy, efficiency, or effectiveness of Departmental activities and bureau operations.
  - Strengthen the Office of Enforcement, which is responsible for providing oversight and support to the activities of the law enforcement bureaus, in order to ensure that such oversight is systematic and complete.
  - Use the Office of Security Compliance Program and the Treasury Terrorism Advisory Group to enhance oversight, information sharing, and coordination on security issues across Treasury bureaus. This will ensure the Department can protect its vital assets and respond to domestic terrorism threats, emergencies, and disasters with a minimum of disruption to the continuity of Treasury's operations.
  - Strengthen oversight and coordination efforts for coin and currency policy formulation.

**Objective: Strengthen Treasury's Ability to Ensure Proper and Effective Oversight of Bureau Operations**

**Strategies:**

- Use the Internal Revenue Service Management Board, under the leadership of the Deputy Secretary, to provide strategic leadership and ensure close oversight of Internal Revenue Service moderniza-

**Objective: Ensure Strong Financial Management of Treasury Accounts**

**Strategies:**

- Create fully integrated financial systems by standardizing core data elements Department-wide and developing uniform integration policies, to enable all key bureau financial data to be aggregated for improved analysis and decision making.
- Implement an improved method to budget for capital improvements, through a two-appropriation budget structure (i.e., operations/maintenance and investments) to eliminate the mismatch between the funding process and investment time-frames.
- Develop the systems capability and accounting methodology to provide accurate, timely, and unqualified audit opinions on Departmental financial statements, with full cost accumulation for all Treasury programs and activities, to facilitate internal analysis, to resolve known high risk control issues, and enhance external financial statement reporting.
- Reduce the cost and improve the quality and delivery of financial services and program operations through the use of internal and external cross-servicing arrangements which leverage available resources.
- Align performance measurement, accounting, and budgetary data to produce a cohesive financial information framework that institutionalizes the Departmental performance management and decision-making process.
- Recruit, develop, and retain high-caliber, entry-level financial staff, while broadening the skill level of existing staff, to meet the needs of a technologically-advanced, highly-leveraged finance office of the future.

- Increase the Treasury Chief Financial Officers Council's capability to communicate on all critical financial management issues and operations, through the expanded use by all bureaus of the Treasury Intranet and available web sites to share information.

**Objective: Make Wise Information Technology Investments and Ensure Year 2000 Compliance**

**Strategies:**

- Fulfill the Clinger-Cohen Act by establishing information technology (IT) investment controls, and enhancing the skills of IT staff.
- Accomplish the "Century Date Change" to ensure Treasury systems will operate in the year 2000.
  - Structure and provide leadership for the Treasury Year 2000 program using sound management principles and best practices — including successfully fulfilling the program's five key phases: awareness, assessment, renovation, validation, and implementation.
  - Maintain the ongoing assessment of the vulnerability of Treasury's IT systems to the Year 2000 problem — especially in mission critical functions — and garner the commitment and involvement of Treasury's senior executives to mobilize the needed resources, both personnel and financial.
  - Modify Treasury's corporate telecommunications infrastructure, as required, to ensure Year 2000 compliance.
- Create a Treasury IT architecture framework which provides a common, multi-purpose, and standards-based infrastructure. This architecture will act as a high-level blueprint to make certain that all Treasury IT systems are appropriately compatible and structured to provide maximum program benefit.

- Carefully apply IT investments to improve program performance.
  - Rather than simply automating existing paper processes, explore possible new processes to achieve program goals.
  - Procure IT systems in increments and ensure full testing of new systems.
  - To the extent possible, buy off-the-shelf systems.
  - Integrate information gathering and storage with other agencies.
- Implement the Treasury Communication System (TCS) Vision by consolidating voice, data, and video technologies, and using web-based technology for programs and services.
- Strengthen data processing capabilities by improving the quality, integrity, reliability, and responsiveness of Treasury data centers while minimizing costs by reducing the number of Treasury data centers used in data processing to achieve Data Center Consolidation.
- Incorporate IT security as an essential part of the systems development life cycle process, and ensure that IT security policies and standards remain current to reflect technology changes.
- The Office of Inspector General will assist the Department and the bureaus with streamlining business processes and improving information systems consistent with IT investment management techniques, industry best practices, and appropriate security and internal control requirements.
- The Office of Inspector General will develop a full range of IT auditing, advisory, and support capabilities that enable the Office of Inspector General to assist the Department in improving significantly its ability to design, develop, and operate major automated systems.

**Objective: Procure Quality Goods and Services at a Fair and Reasonable Price and in a Timely Manner**

**Strategies:**

- Aggressively adopt acquisition reforms and innovations to improve acquisition processes and support Treasury's mission.
- Seek opportunities to increase participation by small, minority, and women-owned businesses in Treasury procurements.
- Monitor the overall quality of the Treasury procurement system through the Treasury Procurement Performance Measurement Model (which addresses eleven performance goals and measures) and any other appropriate means.

**Objective: Expand Equal Employment Opportunities and Minority Programs**

**Strategies:**

- Expand the pool of minority applicants by establishing partnerships with schools, including those having large minority populations, maximizing the use of technology (Internet and Intranet), and using existing organizations to leverage recruitment.
- Identify and apply best practices utilized by government and private industry in attracting minority applicants and employees.
- Adopt strategies and implement programs that are aimed at training, retaining, and promoting a diverse workforce.

### Key External Factors Affecting Achievement of Goal:

- **Changing nature of the civilian labor force.** Changes in the demographics and the expectations of the labor force will require crafting human resources programs that are multifaceted and flexible.
- **Competitive disadvantages in labor market.** Formerly, Federal hiring overcame disadvantages of lower salary rates by offering greater career stability. As the Federal workplace comes more and more to resemble the private workplace in rapidity of change, a flexible and supportive workplace which empowers managers and employees to succeed in challenging work becomes more critical in attracting and retaining the best and the brightest.
- **New accounting requirements and related legislative actions.** Any modifications or additions to accounting standards and financial systems promulgated by the Federal Accounting Standards Advisory Board, the Joint Financial Management Improvement Program, Congress, or other governing bodies, could affect the cost and preparation of required audited financial statements.

## GOAL: IMPROVE PROGRAM PERFORMANCE

### *Objective: Improve Customer Service*

#### **Strategies:**

- Ensure that all of Treasury's internal and external customers are covered by customer service standards with reliable performance measures; and make certain that these standards and measures are communicated to the customers.
- Solicit on a regular basis input from Treasury's customers on whether the standards reflect what is important to them and their level of satisfaction.

- Based on customer feedback and coordination among Treasury bureaus, address areas where improved customer service is needed or implement suggestions to improve customer service. This could include policy reviews or reallocating resources. Where appropriate, adjust standards and measures to reflect what is important to Treasury's customers.

### *Objective: Foster Partnerships with Customers and Stakeholders to Achieve Objectives*

#### **Strategies:**

- Work with regulated businesses to bring their expertise to bear on finding ways to reduce burden and improve program effectiveness:
  - Find ways to cut obsolete regulations.
  - Reward results, not red tape.
  - Where possible, negotiate with industry, rather than dictating to it.
- Ensure that labor and management work together to maximize both employee and organizational success.
- Team up with other Federal agencies and with state and local governments to achieve common goals. Effectively pool expertise, information and resources. For example, Treasury is involved in the following partnership initiatives:
  - Cooperating in numerous law enforcement cooperative working groups (e.g., the Organized Crime Drug Enforcement Task Forces) that bring collective skills and resources to bear on fighting crime.
  - Developing national-level security policies that promote Treasury interests and protect Treasury's vital assets— its personnel, facilities, information, and IT systems— in coordination with counterparts in other agencies/ departments and in interagency groups.

- Participating in a “Results Act Banking Regulatory Working Group” consisting of representatives of the Office of Thrift Supervision, the Comptroller of the Currency, the Federal Deposit Insurance Corporation, and the National Credit Union Administration. This group was formed to explore collaborative efforts and information sharing in areas such as safety and soundness issues, information systems, and Community Reinvestment Act activities.

**Objective: Continue to Reinvent and Modernize Operations to Achieve Efficiencies**

**Strategies:**

- Depend on performance-based management rather than traditional control procedures:
  - Engage in strategic planning to reach a common understanding of program goals and strategies to achieve those goals.
  - Set specific annual performance goals and measure and report success.
  - Budget and manage the organization to achieve performance goals, and reward success.
  - Enhance the quality of program performance measures, including improving
- data reliability and validity, in order to enable effective use of performance based management.
- Flatten organizational structures and push resources, personnel and decision making to the front-line.
- Take advantage of opportunities to achieve savings through franchising, outsourcing, consolidating support services, and redeploying unnecessary headquarters and overhead staff.
- Use common-sense procurement policies. Aggressively take advantage of procurement reforms to improve procurement systems and achieve savings.

**Key External Factors Affecting Achievement of Goal:**

- **Regulatory or enforcement concerns.** Treasury will devise policies and procedures to ensure a proper balance between enforcement and customer service concerns.
- **Competing needs of Treasury’s customers and stakeholders.** There may be instances where the needs of two different customers are in conflict with or contradict each other. In these cases, Treasury will try to meet the needs of the customers as much as is practical.



# TREASURY'S STRATEGIC MANAGEMENT PROCESS

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## Planning, Budgeting, and Reporting Cycle:

Treasury has implemented an integrated strategic management process to guide our operations and improve our performance. This process consists of a disciplined effort to:

- Set strategic goals and priorities for the long-term;
- Set annual performance targets;
- Manage and budget to achieve those targets; and,
- Systematically report on annual performance.

While this process fully complies with both the letter and spirit of the Results Act, it is principally intended to help the Department improve its mission accomplishment. Program management and accountability will focus on outcomes and programmatic **results**, not inputs and processes. The strategic management process will inform managers, employees, and stakeholders of the purposes of programs, the means to achieve the purposes, and progress toward achieving the purposes.

**Set strategic goals and priorities for the long-term.** This Treasury strategic plan sets goals, objectives, strategies, and priorities to guide the Department as a whole. This plan forms the baseline for the development of component strategic and annual plans. Each bureau and select program offices within Treasury has developed subsidiary strategic plans which provide additional detail on how the Department will achieve its goals. Collectively, the Department-wide plan and the subsidiary bureau and major program office plans provide the detailed strategic roadmap required by the Results Act.

As with all other government agencies, Treasury operates in domestic and international economic, social and political environments that are constantly changing. These changes will affect the Department's ability to meet its goals and objectives. As a result, the Departmental strategic plan and component plans all include descriptions of the external factors which may impact on Treasury's ability to achieve its goals.

**Set annual performance targets.** Treasury formatted its budget submission to serve as both a budget request and as the Results Act performance plan. The specific numeric performance goals included in the budget submission serve to justify the resource request (i.e., they detail what the country will receive in return for its investment in our programs). The performance goals and targets presented in the budget justification are derived from the strategic goals presented in the strategic plans.

It is important to note that Treasury implemented the performance plan required by the Results Act starting with FY 1996, well ahead of the FY 1999 legal requirement. The Department did this to secure the program improvements that come from performance management as quickly as possible.

**Manage and budget to achieve those targets.** Treasury's annual budget submission is built around the goals and strategies of its strategic plan. The budget request is an annual implementation plan for the strategic plan. Similarly, Treasury managers are expected to be guided by the strategic thinking of the Department as they make the day-to-day management decisions that drive our programs. The Department and individual bureaus track progress in implementing strategies and achieving performance targets during the year and make adjustments as needed to maximize performance.



**Systematically report on annual performance.** Treasury's annual budget submission also includes the annual performance report required by the Results Act. Each year, actual performance is compared to the targets published at the start of the year, and

explanations are provided to explain differences between planned and actual levels. As with the performance plan, Treasury published the first of these Results Act performance reports for FY 1996, well before the FY 1999 requirement.

## Linkage of General Goals and Objectives to Annual Performance Goals:

The success of Treasury's strategic management process is dependent on strategic thinking driving budget and other management decision-making. For this reason, Treasury has emphasized making explicit the link between general goals and objectives in the strategic plans and the annual performance goals in the budget/annual performance plan (as previously described). The first linkage in this chain can be seen in Appendix B, which identifies the specific component strategic goals and objectives which support the general objectives included in this Treasury-wide strategic plan.

Continuing this linkage to annual performance goals, each component strategic-plan includes a table which shows the direct linkage between the component's strategic goals and objectives and the component's annual performance goals. [These tables are also included in Treasury's budget requests.] Collectively, Appendix B and the tables provided in the component plans trace the relationships between the high-level, long-range goals in the Treasury-wide strategic plan and the tactical performance goals included in the budget/performance plans.

## Means and Strategies to Achieve Treasury's Goals and Objectives:

**Strategies.** This Treasury-wide strategic plan identifies strategies outlining how each of the Department's goals and objectives will be achieved, and the external factors which may impact the Department's ability to achieve them. The component plans provide a more detailed set of goals, objectives, strategies, and external factors showing how the Department will achieve its missions. [Appendix B illustrates that linkage.] Together, the Department-wide and component strategic

plans provide the description of operational processes, staff skills, technology, and resources required to achieve our missions.

**Means.** The fourth mission area of this plan addresses how Treasury will strengthen the human resource and other systems which are the means to achieve the programmatic missions. It contains the strategies and specific objectives to improve management operations and program performance.

## Use of Program Evaluations in Developing Strategic Plan:

Treasury accomplishes program evaluations through a variety of sources:

- **Internal reviews conducted by individual Treasury bureaus and program offices.** Several bureaus have program evaluation functions that have been used to shape their goals and objectives. These evaluations are conducted regularly and on a variety of topics.
- **Reviews and audits performed by Treasury's Office of the Inspector General (OIG).** Audits and evaluations conducted by the OIG often focus on areas of strategic interest to the Department.
- **Reviews conducted by the General Accounting Office (GAO).** GAO audits are a valuable tool to determine the effects of programs. GAO reports have been used in the past to assess program effectiveness and will continue to be used as a critical external evaluative source.

Following are examples of some evaluations that were used to shape the Treasury-wide and bureau strategic plans:

Program Evaluation/Audit	Treasury Goal/Objective
<b>Evaluation of Customer Concerns:</b> The U.S. Mint evaluates and addresses the concerns of the Federal Reserve (for circulating coinage) through quarterly meetings with Fed representatives and through periodic surveys of district banks.	Increase the productivity of coin and currency manufacturing
<b>Evaluation of Savings Bond Marketing:</b> The Bureau of Public Debt (BPD) evaluated savings bond marketing to determine how to continue an effective marketing program using fewer resources. The BPD strategic plan reflects the study's conclusions.	Manage the Federal government's accounts

Treasury intends to conduct program evaluations in the future in order to regularly and systematically assess the utility of established programs. The results of these evaluations will have an impact on the goals and objectives stated in the Treasury-wide, bureau, and program office strategic plans.

## Use of Program Evaluations in Updating Strategic Plan:

Listed below are examples of future program evaluations and audits currently proposed to assess the effects of programs and update Treasury strategic goals:

Program Evaluation/Audit	Treasury Goal/Objective
<b>Audit of the Management of Deposit Fund Accounts:</b> The OIG review will assess how effectively and economically the Financial Management Service is managing funds on behalf of other agencies. Fourth Quarter FY 1997	Manage the Federal government's accounts
<b>Achilles Program Audit:</b> The OIG will determine whether the program is suppressing criminal activity involving firearms by identifying, targeting, and prosecuting in Federal court those individuals actively involved in drug trafficking and violent criminal activities while carrying firearms. Fourth Quarter FY 1997	Fight violent crime
<b>White House Security Review Follow-up:</b> The OIG review will determine if the U.S. Secret Service adequately implemented the White House Security Review Team's May 1995 recommendations to enhance White House Security. FY 1998	Protect our Nation's leaders and visiting world leaders
<b>Audit of Credit Card Fraud Investigations:</b> The OIG review will assess if the U.S. Secret Service's investigative activities are adequate to protect the American economy from financial access device fraud. Fourth Quarter FY 1997	Combat financial crimes and money laundering
<b>Evaluation of the Certified Explosives Specialist Program:</b> The OIG review will examine the Bureau of Alcohol, Tobacco and Firearms' Certified Explosives Specialist Program resources to determine if the current number and distribution of specialists are appropriate to address the requests received for technical assistance, post-incident response and training. FY 1997-Ongoing	Combat the criminal misuse of explosives and the crime of arson
<b>Contraband Enforcement Program Audit:</b> The OIG will determine whether the U.S. Customs Service Contraband Enforcement Teams are effectively identifying, selecting, and examining the highest-risk cargo shipments. FY 1999	Reduce the trafficking, smuggling, and use of illicit drugs
<b>Drug Interdiction:</b> The GAO will conduct a study to assess the effects of the U.S. Customs Service efforts to interdict illicit drugs entering the country. FY 2000	Reduce the trafficking, smuggling, and use of illicit drugs

In summary, Treasury supports the requirement to evaluate its programs and to use the findings to improve planning, goal setting and measuring results. The key question to be asked during the evaluation must be: Is the program achieving its intended results? This question is critical because it goes beyond a program's budget, schedule, and

activities and explores its true impact and benefit to the public.

Evaluating the effects of a program on the nation is the heart of the Results Act. Treasury embraces this philosophy and will continue to strengthen its efforts in this area.

## Continuing Improvements in Measurement Systems:

Treasury, as with many other agencies, faces the challenge of developing results-oriented outcome measures. We have made significant progress in this effort. For example, the Customs Service has developed a statistically valid measure of trade compliance (based on random inspections). In addition to measuring overall performance, the information from this effort has helped them to target their inspection efforts to more effectively increase compliance and to decrease unnecessary disruptions to legitimate trade. Despite a good deal of progress,

we will continue to focus on improving our performance measurement systems and data on performance in many areas.

We are committed to continuing to work to improve all aspects of our integrated budget/performance plans and reports (i.e., quality of measures and data, linkage to strategic plans, clarity of presentation, etc.). We welcome any comments our stakeholders may have in this area.

## Appendix B

# HOW THE DEPARTMENT OF THE TREASURY GOALS AND OBJECTIVES ARE LINKED TO COMPONENT GOALS

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This Treasury strategic plan document is an overview strategic plan for the whole Department. Each Treasury bureau and several program offices also has developed a strategic plan for its own operations in support of this plan. Collectively, this overview and the more detailed component strategic plans provide a description of what the Department intends to accomplish over the next five years and how we intend to accomplish it.

The pages of this section list each of the Treasury strategic goals and objectives as found in the Treasury plan, and immediately under each, the supporting component goals and objectives to achieve them. This section serves to present the link between Treasury-wide strategic goals and annual performance goals by linking Treasury objectives to goals in the component strategic plans. Component goals are linked to performance goals in the annual budget documents for the Department.

Components are designated by the following abbreviations:

DO	Departmental Offices
ATF	Bureau of Alcohol, Tobacco and Firearms
BEP	Bureau of Engraving and Printing
BPD	Bureau of the Public Debt
CDFI	Community Development Financial Institutions Fund
FMS	Financial Management Service
FinCEN	Financial Crimes Enforcement Network
FLETC	Federal Law Enforcement Training Center
INTP	Treasury International Programs
IRS	Internal Revenue Service
Mint	United States Mint
OCC	Office of the Comptroller of the Currency
OIG	Office of Inspector General
OTS	Office of Thrift Supervision
TFF	Treasury Forfeiture Fund
USCS	United States Customs Service
USSS	United States Secret Service



# ECONOMIC MISSION:

## PROMOTE PROSPEROUS AND STABLE AMERICAN AND WORLD ECONOMIES

### GOAL: PROMOTE DOMESTIC ECONOMIC GROWTH

***Treasury Objective: BALANCE THE BUDGET BY 2002***

DO: Balance the budget by 2002.

***Treasury Objective: PROMOTE LONG-TERM ENTITLEMENT REFORM***

DO: Promote long-term entitlement reform.

***Treasury Objective: IMPROVE RETIREMENT SECURITY AND INCREASE SAVINGS***

DO: Improve retirement security and increase savings.

BPD: Provide for participation by a wide range of investors in Treasury debt financing.  
Protect investors in government securities.

***Treasury Objective: PROMOTE FAIR AND EFFICIENT DELIVERY OF CREDIT AND OTHER FINANCIAL SERVICES AND HELP BRING RESIDENTS OF DISTRESSED COMMUNITIES INTO THE ECONOMIC MAINSTREAM***

DO: Promote fair and efficient delivery of credit and other financial services and help bring residents of distressed communities into the economic mainstream.

CDFI: Strengthen and expand the national network of Community Development Financial Institutions.  
Encourage investments in CDFI's by insured depository institutions.  
Encourage micro-enterprise development

OCC: Assure fair access to financial services for all Americans.

OTS: Improve credit availability by encouraging safe and sound lending in those areas of greatest need.

***Treasury Objective: IMPROVE AND MODERNIZE THE U.S. FINANCIAL SYSTEM***

DO: Improve and modernize the U.S. financial system.

OCC: Ensure bank safety and soundness.  
Foster competition in order to advance the long term safety and soundness of the national banking industry and benefit consumers by allowing banks to offer new products and services that are part of, or incidental to the business of banking, or otherwise permitted by laws as long as banks have the expertise to manage the risks effectively and to provide the necessary consumer protection. At the same time, the OCC must act responsively to understand, to monitor, and where appropriate, to limit the risks of new banking activities.

Improve the efficiency of bank supervision and reduce burden by streamlining supervisory procedures and regulations.
OTS: Enhance competitiveness of the thrift industry to ensure its safety and soundness.
<b><i>Treasury Objective: PROMOTE THE INTEGRITY AND EFFICIENCY OF THE NATION'S FINANCIAL MARKETS</i></b>
DO: Promote the integrity and efficiency of the Nation's financial markets.
BPD: Protect investors in government securities.
<b><i>Treasury Objective: PROVIDE AN ECONOMIC AND GOVERNMENT FINANCIAL POLICY PERSPECTIVE ON ALL RELEVANT GOVERNMENTAL ISSUES</i></b>
DO: Provide an economic and government financial policy perspective on all relevant Administration issues.

## GOAL: MAINTAIN U.S. LEADERSHIP ON GLOBAL ECONOMIC ISSUES

<b><i>Treasury Objective: PROMOTE THE IMPLEMENTATION OF SOUND ECONOMIC POLICIES IN DEVELOPING AND EMERGING MARKET ECONOMIES</i></b>
DO: Promote the implementation of sound economic policies in developing and emerging market economies.
INTP: Foster international monetary stability. Support broad-based sustainable development and market-oriented policies. Seek reforms of international financial institutions to increase their development and cost-effectiveness.
ATF: Provide training to developing countries on creating effective excise tax systems.
<b><i>Treasury Objective: STRENGTHEN INTERNATIONAL FINANCIAL INSTITUTIONS AND SUPPORT THEIR EFFORTS TO PROMOTE SUSTAINABLE ECONOMIC GROWTH, DEVELOPMENT, AND FINANCIAL STABILITY</i></b>
DO: Strengthen international financial institutions and support their efforts to promote sustainable economic growth, development, and financial stability.
INTP: Foster international monetary stability. Support broad-based sustainable development and market-oriented policies. Seek reforms of international financial institutions to increase their development and cost-effectiveness.

<b><i>Treasury Objective:    MONITOR THE GLOBAL ECONOMY AND PROMOTE INTERNATIONAL ECONOMIC GROWTH THROUGH COOPERATION ON ECONOMIC POLICY</i></b>	
DO:	Monitor the global economy and promote international economic growth through cooperation on economic policy.
<b><i>Treasury Objective:    FACILITATE LEGITIMATE TRADE, ENHANCE ACCESS TO FOREIGN MARKETS AND ENFORCE TRADE AGREEMENTS</i></b>	
DO:	Facilitate legitimate trade, enhance access to foreign markets and enforce trade agreements.
USCS:	Maximize trade compliance through a balanced program of informed compliance, targeted enforcement actions, and the facilitation of complying cargo.  Facilitate international trade while achieving the highest degree of compliance with United States export requirements in order to protect the United States national security, economic interests and the health and safety of the American people.
<b><i>Treasury Objective:    HELP STRENGTHEN THE STABILITY AND EFFICIENCY OF GLOBAL CAPITAL MARKETS AND PROMOTE A SOUND GLOBAL POLICY FRAMEWORK FOR INTERNATIONAL INVESTMENT</i></b>	
DO:	Help strengthen the stability and efficiency of global capital markets and promote a sound global policy framework for international investment.
<b><i>Treasury Objective:    PURSUE EXCHANGE RATE POLICIES TO PROMOTE WORLD ECONOMIC GROWTH AND FINANCIAL STABILITY</i></b>	
DO:	Pursue exchange rate policies to promote world economic growth and financial stability.

# FINANCIAL MISSION: MANAGE THE GOVERNMENT'S FINANCES

## GOAL: COLLECT REVENUE DUE TO THE FEDERAL GOVERNMENT

***Treasury Objective: IMPROVE AND SIMPLIFY TAX LAWS AND ADMINISTRATIVE GUIDANCE, CONSISTENT WITH OTHER IMPORTANT TAX POLICY GOALS***

DO: Improve and simplify tax laws and administrative guidance, consistent with other important tax policy goals.

IRS: Improve customer service. (Seek to simplify administrative guidance.)

***Treasury Objective: INCREASE COMPLIANCE WITH TAX AND TRADE LAWS***

ATF: Establish a National Revenue Center.  
Collect all revenue that is rightfully due.

IRS: Increase compliance. (Encourage voluntary compliance and use targeted enforcement programs to catch noncompliant taxpayers.)  
Improve customer service. (Encourage voluntary compliance by making filing easier for taxpayers.)

USCS: Maximize trade compliance through a balanced program of informed compliance, targeted enforcement actions, and the facilitation of compliance cargo.

***Treasury Objective: MODERNIZE INTERNAL REVENUE SERVICE INFORMATION TECHNOLOGY TO INCREASE TIMELINESS AND ACCURACY OF PROCESSING***

IRS: Improve customer service. (Help taxpayers file correctly the first time.)  
Increase productivity. (Use information technology to help IRS workers become more productive.)

***Treasury Objective: IMPROVE FEDERAL NON-TAX DEBT COLLECTION***

FMS: By FY 1999, the Financial Management Service manages a consolidated debt management function that will concentrate all federal delinquent debt collection efforts and produce improved results.

***Treasury Objective: ASSIST AND PROVIDE FINANCIAL GUIDANCE TO OTHER FEDERAL AGENCIES ON PRIVATIZING ASSETS AND OPERATIONS IN A MANNER THAT PROTECTS THE INTERESTS OF TAXPAYERS***

DO: Assist and provide financial guidance to other Federal agencies on privatizing assets and operations in a manner that protects the interests of taxpayers.

## GOAL: MANAGE THE FEDERAL GOVERNMENT'S ACCOUNTS

<b><i>Treasury Objective:</i></b>	<b><i>ENSURE ALL FEDERAL PAYMENTS ARE ACCURATE AND TIMELY</i></b>
FMS:	By FY 2000, the Financial Management Service ensures world-class delivery of all Federal Government payments and associated information to their ultimate destination.
BPD:	Provide quality customer service to investors in Treasury securities.
<b><i>Treasury Objective:</i></b>	<b><i>ENSURE THAT THE GOVERNMENT'S CASH MANAGEMENT MINIMIZES RISK AND PROVIDES IMMEDIATE FLOW AND BALANCE INFORMATION</i></b>
DO:	Ensure that the government's cash management minimizes risk and provides immediate flow and balance information.
FMS:	By FY 2002, the Financial management Service ensures that the Federal Government's cash management environment minimizes risk and provides immediate flow and balance information at a lower cost.
<b><i>Treasury Objective:</i></b>	<b><i>PROVIDE ACCURATE AND TIMELY FINANCIAL INFORMATION AND SUPPORT THE GOVERNMENT-WIDE IMPLEMENTATION OF ACCOUNTING STANDARDS</i></b>
DO:	Provide accurate and timely financial information and support the government-wide implementation of accounting standards.
BPD:	Provide accurate and timely public debt accounting information
FMS:	By FY 2002, the Financial Management Service ensures that the Federal Government serves as a model for financial management in its adherence to standards of compliance and its ability to provide useful financial information.
OIG:	Assist the Department in achieving a leadership role in the efforts to improve financial management throughout the Government.
<b><i>Treasury Objective:</i></b>	<b><i>STRENGTHEN THE GOVERNMENT'S FINANCIAL INFRASTRUCTURE TO IMPROVE THE EFFICIENCY OF PROGRAM MANAGEMENT ACROSS GOVERNMENT</i></b>
FMS:	By FY 1999, the Financial Management Service provides financial services to support Federal program agencies and other clients, including national governments, in meeting their financial management objectives.
USSS:	Maintain a leadership role in the financial community through aggressive investigations and risk assessments.



## GOAL: COST-EFFECTIVELY FINANCE THE FEDERAL GOVERNMENT'S OPERATIONS

**Treasury Objective:** *FINANCE THE FEDERAL GOVERNMENT IN THE MOST COST-EFFECTIVE MANNER OVER THE LONG TERM*

DO: Finance the Federal government in the most cost-effective manner over the long-term.

BPD: Borrow what is necessary to meet the monetary needs of the Government.  
Minimize the cost of borrowing to the Federal Government.  
Provide for participation by a wide range of investors in Treasury debt financing.

IRS: Increase compliance. (Encourage voluntary compliance and use targeted enforcement programs to identify compliant taxpayers — while ensuring we respect citizen privacy and rights.)  
Increase productivity. (Use information technology to help IRS workers become more productive.)

## GOAL: IMPROVE THE EFFICIENCY OF PRODUCTION OPERATIONS AND MAINTAIN THE INTEGRITY OF U.S. COIN AND CURRENCY

**Treasury Objective:** *INCREASE THE PRODUCTIVITY OF COIN AND CURRENCY MANUFACTURING*

DO: Provide advice and assistance to the Secretary relative to currency and coinage production and security, promote the sale and retention of savings bonds.

BEP: Improve the quality, productivity, and cost-effectiveness of the Bureau's core manufacturing processes.

Mint: Produce coins and maintain inventories at sufficient levels to meet Federal Reserve Bank (FRB) demand.  
By 2002, reduce the average unit cost of circulating coinage by 25% (excluding metal cost).  
Obtain additional legal authority, acquire information systems, and improve organizational structure needed to operate as a self-directed business enterprise.  
Become a world leader in minting technology.

**Treasury Objective:** *CONTINUE TO EXPLORE MECHANISMS FOR MAINTAINING THE INTEGRITY OF U.S. COIN AND CURRENCY*

DO: Continue to explore mechanisms for maintaining the integrity of U.S. coin and currency.

BEP: Satisfy the needs of the Federal Reserve, the U.S. Postal Service, other government agencies and the American public by providing responsive service and quality products.

# LAW ENFORCEMENT MISSION:

## PROTECT OUR FINANCIAL SYSTEMS AND OUR NATION'S LEADERS, AND FOSTER A SAFE AND DRUG-FREE AMERICA

### GOAL: COMBAT FINANCIAL CRIMES AND MONEY LAUNDERING

***Treasury Objective: STRENGTHEN THE CAPABILITY TO FIGHT MONEY LAUNDERING***

**USCS:** Identify, disrupt, and dismantle the systems and criminal organizations that launder the proceeds generated by smuggling, trade, fraud, and export violations.

**USSS:** Enhance partnership strategies in the public and private sectors.  
Develop a field office of the future, utilizing innovative technology to create an environment that enables personnel to conduct investigations effectively.

**FinCEN:** Provide law enforcement support through information analysis and the creation of new information resources for the prevention, detection, and prosecution of money laundering.

**ATF:** Collaborate with FinCEN and other Treasury bureaus to detect and follow the trail of illicit assets.

**FLETC:** Provide high quality training for law enforcement.

**IRS:** Increase compliance. (Use IRS's unique financial investigative capabilities to combat money laundering.)

***Treasury Objective: STRENGTHEN THE CAPABILITY TO FIGHT COUNTERFEITING AND OTHER CRIMINAL THREATS TO OUR FINANCIAL SYSTEM***

**USSS:** Protect the integrity of the Nation's financial systems through core investigations.  
Develop a field office of the future, utilizing innovative technology to create an environment that enables personnel to conduct investigations effectively.  
Strengthen our efforts to combat overseas counterfeiting.

**FLETC:** Provide high quality training for law enforcement.

**IRS:** Increase compliance. (Use IRS's unique financial investigative capabilities to combat financial crime.)

**TFF:** Produce revenues to cover the costs of seizures and forfeitures.  
Affirmatively influence the use of asset forfeiture by Federal law enforcement to punish and deter criminal activity by depriving criminals of property used in or acquired through illegal activities.  
Affirmatively enhance the cooperation among foreign, Federal, state and local law enforcement agencies, indispensable partners of Treasury Federal law enforcement in the fight against crime.

## GOAL: REDUCE THE TRAFFICKING, SMUGGLING, AND USE OF ILLICIT DRUGS

### ***Treasury Objective: STRENGTHEN THE CAPABILITY TO INTERDICT ILLEGAL DRUGS***

USCS: Prevent the smuggling of narcotics into the United States by creating an effective narcotics interdiction, intelligence, and investigative capability that disrupts and dismantles smuggling organizations.

FLETC: Provide high quality training for law enforcement.

### ***Treasury Objective: DISRUPT AND DISMANTLE DRUG SMUGGLING ORGANIZATIONS***

USCS: Prevent the smuggling of narcotics into the United States by creating an effective narcotics interdiction, intelligence, and investigative capability that disrupts and dismantles smuggling organizations.

FLETC: Provide high quality training for law enforcement.

IRS: Increase compliance. (Use IRS's unique financial investigative capabilities to combat drug traffickers.)

TFF: Produce revenues to cover the costs and seizures and forfeitures.  
Affirmatively influence the use of asset forfeiture by Federal law enforcement to punish and deter criminal activity by depriving criminals of property used in or acquired through illegal activities.  
Affirmatively enhance the cooperation among foreign, Federal, state, and local law enforcement agencies, indispensable partners of Treasury Federal law enforcement in the fight against crime.

## GOAL: FIGHT VIOLENT CRIME

### ***Treasury Objective: DENY CRIMINALS ACCESS TO FIREARMS AND REDUCE THE RISK OF VIOLENT CRIME IN OUR COMMUNITIES***

ATF: Deny criminals access to firearms.  
Remove violent offenders from our communities.  
Prevent violence through community outreach.

FLETC: Provide high quality training for law enforcement.

### ***Treasury Objective: SAFEGUARD THE PUBLIC FROM ARSON AND EXPLOSIVE INCIDENTS***

ATF: Safeguard the public from arson and explosive incidents.

FLETC: Provide high quality training for law enforcement.

TFF: Produce revenues cover the costs of seizures and forfeitures.  
Affirmatively influence the use of asset forfeiture by Federal law enforcement to punish and deter criminal activity by depriving criminals of property used in or acquired through illegal activities.

Affirmatively enhance the cooperation among foreign, Federal, state and local law enforcement agencies, indispensable partners of Treasury Federal law enforcement in the fight against crime.	
<b><i>Treasury Objective:</i></b>	<b><i>STRENGTHEN THE CAPABILITY TO FIGHT TERRORIST THREATS TO THE U.S.</i></b>
FLETC:	Provide high quality training for law enforcement. Develop, operate, and maintain state-of-the-art facilities and systems responsive to interagency training needs. Strengthen partnerships among participating agencies and the FLETC.
USCS:	Aggressively interdict, investigate, and support prosecution of willful violators of outbound laws, embargoes, and sanctions with the primary focus on terrorism, currency, stolen vehicles, and controlled commodities. Enhance aviation security in both passenger and cargo shipments.

## GOAL: PROTECT OUR NATION'S LEADERS AND VISITING WORLD LEADERS

<b><i>Treasury Objective:</i></b>	<b><i>PROACTIVELY MANAGE THE CHANGING NATURE OF THREATS BY DEVELOPING, ACQUIRING, AND DEPLOYING COUNTERMEASURES</i></b>
USSS:	Access emerging threat capabilities and acquire countermeasures to maintain the level of protection in a fast changing technological environment.
<b><i>Treasury Objective:</i></b>	<b><i>DEVELOP A FORMAL RISK ASSESSMENT-BASED DECISION MAKING PROCESS TO ENHANCE PROTECTIVE CAPABILITIES</i></b>
USSS:	Ensure the resources associated with protective operations are balanced with risk assessment.

## GOAL: PROVIDE HIGH-QUALITY TRAINING FOR LAW ENFORCEMENT PERSONNEL

***Treasury Objective: ENHANCE BASIC AND IN-SERVICE TRAINING PROGRAMS TO MEET CHANGING NEEDS AND INCREASING DEMANDS***

FLETC: Provide high quality training for law enforcement.

USSS: Use technology to maintain a substantial and sustainable advantage over those who threaten our protectees or financial systems.

ATF: Provide training to other federal, state, local, and foreign enforcement organizations to achieve mutual goals.

Mint: Provide a level of security commensurate with changing threats.  
Provide security consulting and physical custody services to law enforcement agencies and other government agencies.

TFF: Affirmatively influence Federal law enforcement to enforce due process rights of affected persons.

***Treasury Objective: DEVELOP AND OPERATE STATE-OF-THE-ART FACILITIES AND SYSTEMS FOR TRAINING***

FLETC: Develop, operate, and maintain state-of-the-art facilities and systems responsive to interagency training needs.

Mint: Provide a level of security commensurate with changing threats.  
Provide security consulting and physical custody services to law enforcement agencies and other government agencies.



# MANAGEMENT MISSION: CONTINUE TO BUILD A STRONG INSTITUTION

## GOAL: IMPROVE MANAGEMENT OPERATIONS

### ***Treasury Objective: IMPROVE CAPACITY TO RECRUIT, DEVELOP, AND RETAIN HIGH-CALIBER EMPLOYEES***

DO:	Improve capacity to recruit, develop, and retain high caliber employees.
ATF:	Provide training and professional development for ATF personnel.
BEP:	Through partnership between labor and management, implement more effective human resource management practices, creating a diverse and competent workforce able to respond to changes in customer needs and the technologies of the workplace.
USSS:	Ensure that the recruitment program promotes quality and diversity. Ensure the retention of qualified and diverse employees. Ensure that employees have the opportunity to develop and work to their potential.
IRS:	Increase productivity. (Provide the proper amount of training and other support to IRS employees to ensure a highly effective workforce.)
Mint:	Match the best in business by investing in people to improve our employees' ability to meet our mission.  Obtain additional legal authority, acquire information systems, and improve organizational structure needed to operate as a self-directed business enterprise.  Maintain the contribution margin of our recurring numismatic and commemorative programs in light of current market conditions.

### ***Treasury Objective: STRENGTHEN TREASURY'S ABILITY TO ENSURE PROPER AND EFFECTIVE OVERSIGHT OF BUREAU OPERATIONS***

DO:	Strengthen Treasury's ability to ensure proper and effective oversight of bureau operations.
OIG:	Ensure that OIG audits, investigations and reviews are directed toward issues of high priority and maximum benefit to the Department.  Assist the Department in developing and maintaining an effective integrity awareness and fraud deterrence program.

<b><i>Treasury Objective: ENSURE STRONG FINANCIAL MANAGEMENT OF TREASURY ACCOUNTS</i></b>	
DO:	Ensure strong financial management of Treasury accounts.
ATF:	Use electronic commerce. (Improve bureau financial management through real time information and revenue collection efficiency potential of electronic commerce.)
USCS:	To be recognized as a leader in financial management, providing the highest quality, most cost-effective financial management services through costumer involvement, as empowered workforce, and modern integrated financial systems.
Mint:	Match the best in business by investing in people to improve our employees' ability to meet our mission. Obtain additional legal authority, acquire information systems, and improve organizational structure needed to operate as a self-directed business enterprise. Maintain the contribution margin of our recurring numismatic and commemorative programs in light of current market conditions.
OIG:	Assist the Department in achieving a leadership role in the effort to improve financial management throughout the Government.
BPD:	Provide accurate and timely public debt accounting information.
<b><i>Treasury Objective: MAKE WISE INFORMATION TECHNOLOGY INVESTMENTS AND ENSURE YEAR 2000 COMPLIANCE</i></b>	
DO:	Make wise information technology investments and ensure year 2000 compliance.
USCS:	Implement a comprehensive system life cycle process that incorporates security planning, business process improvement and optimizes performance using measurable feedback.
BEP:	Provide information systems which support efficient and secure manufacturing operations and improved decision making at all levels.
Mint:	Obtain additional legal authority, acquire information systems, and improve organizational structure needed to operate as a self-directed business enterprise.
OIG:	Assist the Department and the bureaus with streamlining business processes and improving information systems consistent with information technology investment management techniques, industry best practices, and appropriate security and internal control requirements.

<b><i>Treasury Objective:    PROCURE QUALITY GOODS AND SERVICES AT A FAIR AND REASONABLE PRICE, IN A TIMELY MANNER</i></b>	
DO:	Procure quality goods and services at a fair and reasonable price and in a timely manner.
BEP:	Establish a streamlined, timely and cost effective procurement process.
Mint:	Match the best in business by investing in people to improve our employees' ability to meet our mission. Obtain additional legal authority, acquire information systems, and improve organizational structure needed to operate as a self-directed business enterprise. Maintain the contribution margin of our recurring numismatic and commemorative programs in light of current market conditions.
OIG:	Assist the Department and the bureaus in identifying ways to fulfill their missions more economically and efficiently, while better meeting their customers' needs, and maintaining or strengthening safeguards against fraud and abuse.
<b><i>Treasury Objective:    EXPAND EQUAL EMPLOYMENT OPPORTUNITIES AND MINORITY PROGRAMS</i></b>	
DO:	Expand equal employment opportunities and minority programs.
BEP:	Through partnership between labor and management, implement more effective human resource management practices, creating a diverse and competent workforce able to respond to changes in customer needs and the technologies of the workplace.
Mint:	Match the best in business by investing in people to improve our employees' ability to meet our mission.
USSS:	Through training and education programs provide all employees with an awareness and understanding of diversity issues and the benefits of a diverse workforce.

## GOAL: IMPROVE PROGRAM PERFORMANCE

### ***Treasury Objective: IMPROVE CUSTOMER SERVICE***

DO: Improve customer service.

ATF: Inform the public.

BEP: Satisfy the needs of the Federal Reserve, the US Postal Service, other government agencies and the American public by providing responsive service and quality, secure products.

BPD: Provide quality customer service to investors in Treasury securities.

USCS: To be recognized as a leader in financial management, providing the highest quality, most cost-effective financial management services through customer involvement, an empowered workforce, and modern, integrated financial systems.  
Strengthen customer alliances, process improvement, and problem resolution efforts.

IRS: Improve customer service.

Mint: Match the best in business in the delivery of products and customer service.

OIG: Assist the Department and its bureaus in identifying ways to fulfill their missions more economically and efficiently, while better meeting their customers' needs, and maintaining or strengthening safeguards against fraud and abuse.

### ***Treasury Objective: FOSTER PARTNERSHIPS WITH CUSTOMERS AND STAKEHOLDERS TO ACHIEVE OBJECTIVES***

DO: Foster partnerships with customers and stakeholders to achieve objectives.

ATF: Assure the integrity of the products, people, and companies in the marketplace.

Mint: Match the best in business in the delivery of products and customer service.

### ***Treasury Objective: CONTINUE TO REINVENT AND MODERNIZE OPERATIONS TO ACHIEVE EFFICIENCIES***

DO: Continue to reinvent and modernize operations to achieve efficiencies.

BPD: Provide quality customer service to investors in Treasury securities.

IRS: Increase productivity.

Mint: Match the best in business in the delivery of products and customer service.

OIG: Assist the Department and its bureaus in identifying ways to fulfill their missions more economically and efficiently, while better meeting their customers' needs, and maintaining or strengthening safeguards against fraud and abuse.

# DEVELOPING THE TREASURY STRATEGIC PLAN: CONSULTATIONS AND STAKEHOLDERS

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In developing this strategic plan, Treasury sought to work with and incorporate comments from our key stakeholders, including Congress, other government agencies, our unions, our primary interested parties, partners, and the general public. [A brief summary of our efforts is below.] Treasury continues to pursue and welcome input from all interested parties. It should also be noted that each Treasury bureau, in the development of their own strategic plans, went through similar outreach efforts to ensure input and review by their customers and stakeholders.

- **Congress.** Treasury forwarded the draft plan to both Senate and House chairmen and ranking members of our appropriating and authorizing/oversight committees and subcommittees (a listing of each committee is attached). We have held sessions with the following committees: Senate Appropriations Subcommittee on Treasury, General Government, and Civil Service; Senate Committee on Finance; Senate Committee on Banking, Housing and Urban Affairs; House Appropriations Subcommittee on Treasury, Postal Service, and General Government; House Committee on Ways and Means and Subcommittee on Trade; and House Committee on International Relations.
- **Other Government Agencies.** Treasury distributed the draft plan to other federal government agencies and through the government-wide Chief Financial Officers Council. The Office of Management and Budget and the General Accounting Office also provided extensive review and input during the development process.
- **Treasury Unions.** Treasury forwarded the draft plan to the National Treasury Employees Union and the American Federation of Government Employees. A draft was also forwarded, through relevant bureaus, to all of our smaller unions.
- **Treasury Stakeholders and Interested Parties.** Treasury, working through the Office of Public Liaison, forwarded relevant mission sections of the draft plan to over 600 partners, including consumer and business organizations, banking and insurance institutions, state and local government associations, private and not-for-profit foundations, citizens groups, environmental organizations, law enforcement organizations (at the Federal, state, and local level), and various academics among others.
- **General Public.** Treasury posted the draft plan on its Internet site and solicited comments from any “visitors.”



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